

**TUNG WAH COLLEGE**

**Paper Submitted to the Panel on Education of Legislative Council**  
**Meeting on 18 March 2014**

**Issues related to the Governance and Regulation of the Self-Financing Post-Secondary Sector**

Tung Wah College (TWC) was established as a self-financing institution with the goal of becoming a well-known private tertiary education institution with high quality programmes which emphasizes practical application as a non-profit organization (NPO) demonstrating the TWGHs' spirit of selfless caring for needy people.

**REGULATORY FRAMEWORK & QUALITY ASSURANCE**

There should be two (2) levels of governance -- viz. territory-wide and at the institutional level. We envisage that the Hong Kong Government will expand its role in **management capacity-building** for tertiary educational institutions, both in terms of hardware and software.

The regulatory framework of Cap 320 - the Post Secondary Colleges Ordinance determines the structure and governance of TWC and other self-financed tertiary institutions in Hong Kong. We support the government's direction in reviewing and revising the Ordinance. Under this ambit, we look forward to a **less restrictive and updated Ordinance**, which would further safeguard the quality of educational institutions.

With the establishment of the website **Concourse**, public transparency has been greatly enhanced. This portal can be additionally exploited for benchmarking and quality measures. In particular, the sharing of good practices and monitoring based on consistent **quality indicators** would facilitate efficiency, openness and accountability.

Institutional governance must also enable organizational **flexibility** to meet rapidly-changing conditions in today's knowledge-based economy. Autonomy of organization must allow it to acquire and retain a top leadership team. Autonomy of financial and human resource use must exist, to allow the organization to recruit and motivate the academic expertise required to impart knowledge and to pursue holistic student development. Finally, academic autonomy -- freedom in programme design and content, student enrolment and entry qualifications -- is essential. In this regard, we look forward to the emergence of a quality assurance agency, preferably publicly funded, with a high degree of financial and operational independence. This could also minimize the potential conflict of interest resulting from the existing dual vendor-assessor role.

## CONCLUSION

Quality assurance is the key to accountability. It is important that the government should provide level ground for all tertiary institutions, regardless of the funding model and public or private status. We therefore agree in principle that a single set of standards with clearly-defined criteria be formulated to enhance and uphold the quality of higher education in Hong Kong. Hong Kong has long been deemed to be a city blessed with academic autonomy. To this end, it is of utmost importance that we devise a governance and regulatory mechanism for self-financed tertiary educational institutions for the benefit of our future generations.

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